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13 August 1965

MEMORANDUM FOR: Chief, Budget Division, Office of Budget, Program Analysis
and Manpower

THROUGH : Deputy Director for Support

SUBJECT : Office of Medical Services Budget Estimate, Fiscal Year 1967

REFERENCES : (a) Call for Office Budget Estimates, Fiscal Year 1967,
dated 20 July 1965
(b) Memorandum from DD/S, Subject: Budget Presentation for
Fiscal Year 1967, dated 28 July 1965
(c) Call for Office Budget Estimates, Fiscal Year 1967,
Supplement No. 1, dated 28 July 1965

1. As requested in Reference (a), the Office of Medical Services Budget Estimate for Fiscal Year 1967 is attached. Also, as suggested in that reference, it is requested that this Office be provided six (6) copies of this budget estimate.

2. Forms 1276, 1910, 1279, and Standard Form 80 are not applicable to this Office and, therefore, are not submitted.

3. The business of intelligence and all clandestine activities requires an organization of people attuned to the essence of vigilance and trust, flexible enough to meet the exigencies of changing world situations, sturdy enough to bear such responsibilities, and balanced sufficiently so as to perform and behave in the context of reality. A major interest and a major investment is represented by the people of each Agency Directorate.

Interest and investment extend to other people and other cultures. The Agency mission requires an unusual appreciation of human relationships and the implications of human behavior. The Agency must continuously perceive and participate; it must also, at times, as directed, try to influence a major course of human events.

In support of its mission and in the construction and maintenance of its organization, the Agency has developed various capabilities that assist in the management, influence, and understanding of people. One such instrument is the Office of Medical Services. This Office provides professional and technical medical capabilities as required. The services provided relate in varying degrees to applicants, employees, dependents, contract personnel, agents, defectors, foreign nationals, and indigenous personnel. The type and method of service may be characterized as follows:

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a. Conventional Health Service

The President has advocated recently the development of Health Services throughout the Federal Government. He observed that the Government lagged behind industry in this regard and he expressed the hope that such services could save the Government one-man hour of sick leave per year per employee.

The Agency has had such a program in effect for many years. Diagnostic and examination services and treatment services for on-the-job illnesses and work-related illnesses are provided through outlying health rooms and a well-equipped central facility. Indications exist that the Agency's sick leave record per employee approximates the President's objective.

While the Agency health program is consistent with the health programming advocated, there are differences that reflect additional Agency needs.

The Agency has overseas commitments. Overseas assignments may be to any area of the world, under a variety of circumstances and for a variety of reasons. Medical procedures relating to such assignments include appropriate examinations, immunizations, and indoctrinations prior to overseas travel, the monitoring and guidance of overseas illnesses and treatment and the detection and care of assignment-related disease when employees return to Headquarters.

Similar procedures, to a lesser degree, apply to dependents. Not all dependents are included. However, when assignments are made to hardship, difficult, or medically-deprived posts, a measured degree of dependent preparation, monitoring, and return evaluation is required.

In addition, there are other categories of personnel that effect the scope of the program. Covert personnel in various categories are processed and given medical support. Military personnel are also included. There are, in addition, other groups.

The variety of personnel categories, the geographic extent of assignability, the not unusual rigorous physical demands, the exposure of employees to foreign illness and occasional violence are some of the major factors that influence the Agency Health Program. By augmenting moderately the treatment and particularly the diagnostic capabilities of the standard Government health program, these additional medical needs receive the necessary medical support.

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There is one additional medical need that is fairly recent and worthy of separate mention. The Agency is reaching a time when the early effects of aging and stress are becoming manifest in its first generation. The Agency is facing the problem of the conservation of manpower. While there is no single solution to such a problem, the availability and early use of diagnostic medical facilities may well discover and assist in the delay of disease processes.

b. Specialized Medical Services**(1) Psychiatry**

The conventional health program deals primarily with physical disease and treatment. In the usual course of events, such a program would not be called on to manage or be concerned with emotional illness. In our Agency, however, and in any security environment, the presence of emotional illness is a disruptive and threatening influence. It is well known that security environments attract people who are emotionally disturbed. It is possible that the clandestine business may effect a balanced psyche. Our medical program is called on to prevent the hiring of emotionally disturbed or inadequate individuals; it is called on when an employee becomes emotionally disturbed; its help is sought in attempting rehabilitation; it provides counseling for employees who seek assistance. For these fundamental reasons, a small staff of psychiatrists is part of our professional capability.

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Over the years, through combined experiences, the Psychiatric Staff has built up a body of knowledge and insight that contributes to other services. The close relationship between Security, Personnel, and Medical is facilitated by the staff's translation of human behavior.

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(2) Psychology

The Agency has a need to determine and confirm the levels of intelligence, the type and quality of skills, and the mix of aptitudes of its personnel. It also has a need to seek the best ways of managing, motivating and understanding its own human resources as

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[redacted] In response to such needs, a staff of psychologists exists. This staff provides advisory services in response to levied requirements.

Services range from a measurement of a single skill such as clerical testing, through more complex measurements, such as language aptitude determinations, to complex evaluations of general aptitudes and finally to assessment of capabilities such as those required for career trainee selection. The simpler forms of services may be accomplished on individuals or in groups. The more complex determinations are reserved to individuals.

The primary force behind these requirements is the Agency's desire to know in advance the probable degree of success in a contemplated human investment. The force finds expression in selection procedures. For example, clerical testing is pretty much a routine procedure. Most professional applicants take a professional aptitude test battery. All career trainees are assessed. The effectiveness of these procedures

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[redacted]

A second motivating force is the desire of a component to inventory current human assets with a view to better aligning the mix. These procedures when done well take a considerable amount of energy and time. They have been accomplished satisfactorily, however, in several Agency offices.

A third motivating force is the desire to achieve an objective requiring knowledge of psychological techniques and their application to substantive matters. The best example is the program designed to increase resistance to interrogation. Risk of capture has become a greater threat for several projects and more than a few activities. The principles and methods of resistance are best conveyed through psychological mechanisms.

The Psychology Staff's contribution is the application of psychological principles, techniques, and methods through service and consultation to a diversity of Agency personnel and substantive areas.

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c. Field Support Services

25X9 [] overseas and [] activities. Medical per-
25X9 [] requirements for these activities are [] doctors and
[] technicians. These personnel are on the tables of organi-
zation of the components to which assigned and also under their
administrative command. The responsibility for the quality of their
technical performance, however, remains a responsibility of the Office
of Medical Services.

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A good many of our overseas stations and bases do not have medical facilities available to them that are acceptable medically. Travel for medical reasons in such cases and choice of inpatient facility is subject to Headquarters monitoring and guidance.

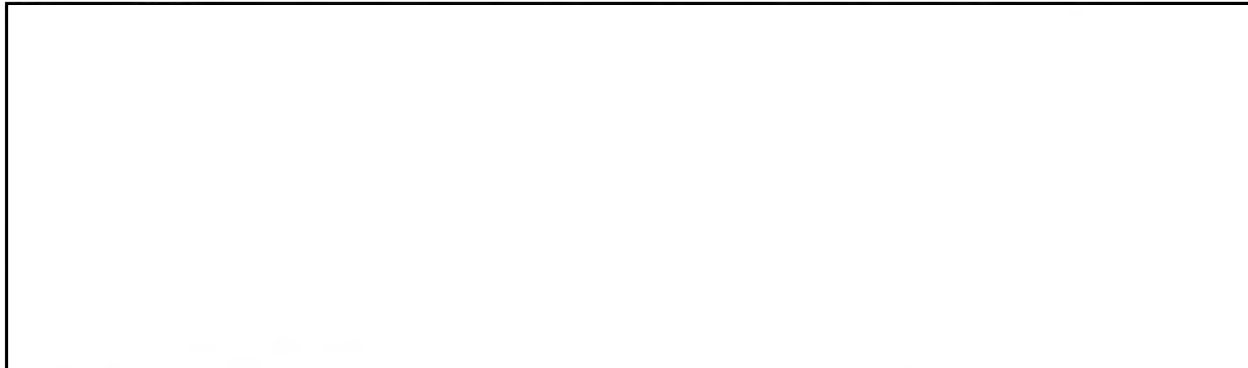
In order to maintain an awareness of overseas living conditions and the quality of available medical facilities and to check first hand on the performance of Agency medical personnel, the travel of Headquarters medical personnel for inspection purposes is required occasionally.

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Professional guidance is also provided to certain components of the Office of Security.

e. Technical Support Services

Probably the best example of this type of service is the technical support provided to the Office of Logistics. The procurement, storage, and issuance of any medical item requires the approval of the Office of Medical Services before the Office of Logistics takes the necessary supply action. The magnitude of medical supply activities can become considerable, as when civic action programs are being supported.

A second example is the support provided the Office of Training. There are no medical personnel on the Training Staff. Lectures, as approved by the Director of Training, are given by representatives of the Office of Medical Services. Between eighteen (18) and twenty (20) formal lectures on totally different subjects are given each year in training courses.

A third example is the support given the Office of Personnel in benefits and claims activities. Although the program is administered by the Office of Personnel, all medical claims are reviewed by the Office of Medical Services for concurrence prior to final approval.

f. Administrative Support Services

The Office of Medical Services maintains a system of medical records. A medical file exists on each Agency employee and each dependent examined. These files contain medical findings and experiences pertinent to Agency interests. File information is kept confidential and access to the system is limited to specific medical employees.

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The file system contains a body of information that at present is limited in use to individual personnel actions. Some crude use of the information is employed in sporadic statistical studies. Current attempts to computerize some of the information is promising in terms of manpower and epidemiological studies of the future.

4. Also attached are several exhibits, as suggested in Reference (b) to describe the functions of the Office of Medical Services.

5. Finally, the Lowest Priority Programs report called for by Reference (c) is also attached.

SIGNED

JOHN R. TIETJEN M.D.

JOHN R. TIETJEN, M. D.
Director of Medical Services

Attachments:

1. OMS Budget Estimate for FY 1967
2. Chart - Annual and Rec Exam Program
3. Chart - Examination Workload
4. Map - Distribution of Med Fld Pers
5. Chart - Selection Processing
6. Graphic - OMS Facilities and Services
7. Chart - The Agency Medical Program
8. Lowest Priority Programs Report

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